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Session 1: Keeping up the Correct and Objective Employee Records

Build a Talent Profile

Employee records should be kept accurate, as this will help an organisation to develop a robust and efficient talent profile of all members of the workforce. Proper records enable the decision makers to pair employees with the job that they perform well in and is in tandem with their current capabilities. This information becomes visible when the employees update their new skills in the HRMS, which are reflected throughout the organization and aid in decision-making concerning the project assignments (Vuong & Nguyen, 2022). It is important to keep such profiles so that the talents of the workforce can be identified and utilized in a constructive manner. Employees get opportunities to work on work that is of their interest and that has just been newly acquired. These records also aid in generating growth opportunities because managers will be able to identify the employees who are willing to learn or grow. Full talent profile assists in productivity since employees are assigned jobs where they can excel in their talents. It also assists leaders in planning ahead of needs since they should know which competencies they have and which areas they need to improve in the organization.

Improve employee experience.

Employee records that are correct improve employee experiences since the contemporary HRMS systems give employees access to manage their personal records. The manual systems meant that HR staff had to keep all the information in paper, and this made it more prone to mistakes and frustrating. A self-service system will eliminate these issues because workers can key in and update their information. This helps to save precious time for the HR department and makes the employees feel that they are involved in having control over their information. Mistakes like misspelling a word or having old skills in the list become minimal since the

employee can check their own information. These records are available in the systems of authorised HR and business managers whenever they are required, and this builds on the confidence that the information is accurate. This individual approach to record keeping enhances convenience in the organisation. It is also an engagement stimulator since employees have the feeling that their information is being addressed in a manner that does not ignore their contribution.

Avoid litigation

One of the significant reasons to keep a proper record of employees is the avoidance of litigation. Employment activities must be well documented under labour laws, and correct records aid employers to defend their actions, such as termination (Touray, 2021). Even the easiest steps can be taken as lawsuits in case the documentation is not complete. Recent records are a good history of what transpired that resulted in employment-related decisions, which is crucial when doubt of unfairness or legality is the subject of inquiry. These books should be retained even when the termination has taken place, and a minimum of one year must be maintained. When taken care of, they give evidence that an employer acted in a correct manner. They are also useful in explaining the reasons that justified the actions made by the organization at each employment level. This also helps the employer to avoid claims and minimizes the chances of expensive disputes. Legal responsibility is therefore a significant protection by keeping accurate records.

Competency reference

One of the significant reasons why it is important to keep precise records of employees is for competency reference. In most industries, there are definite measurements of skills and productivity of employees. Once the employees have been trained or have been equipped with

new skills, the organization has to gauge the impact of such development. One way to provide this insight is through a competency report that shows the extent to which employees have implemented new skills in their jobs (Vuong & Nguyen, 2022). With an HRMS, resources can be reviewed by the managers by maintaining records that enable them to know whether the staff are putting their skills to the test. These records reveal productivity at the individual level, functional level, and organizational level, and the leaders are able to know the performance trends. Having this information, managers are able to develop strategies that would improve productivity and ensure that the investments in training are really worth it. Competency records are also useful in determining skills that a person is lacking and might need further learning opportunities.

Session 2: Ethical and Legal Termination

Employee with a disability

Selecting an employee for termination from a cohort who performs similar work requires particular vigilance when one individual has a disability. Employers should ensure that the choice they make is informed by neutral, job-related factors and not by the disability or prejudices towards it. The employer must carry out a documented interactive process to identify whether reasonable accommodations, like modified work, adjusted work schedules, or assistive devices, could enable employment to such an individual at lower cost or with the least disruption before sacking them (U.S. Equal Employment Opportunity Commission, 2023). The legal dexterity can be reduced by carrying out a mere adverse impact check which considers whether the choice process is not discriminating towards employees with disabilities. In terms of ethics, the concerned employee must be offered options such as reassignment or voluntary separation, outplacement or support resources. Firing will have to be performed considering accommodation and well-defined nondiscrimination business criteria.

An employee who is paid significantly more than the others

Firing a more remunerated employee because of cost saving can be deemed as valid, but procedural fairness must be practiced. Employers can validly focus on payroll amounts by attempting to select richly-compensated incumbents further based on the objective business considerations such as the need to cut costs, and not a trait that is being safeguarded under pretext (USA.gov, 2023). The employer must consider impartial actions against all the applicants and demonstrate that determination was made on the basis of business necessity and not discrimination. The employer is in danger of breach claims in case there is seniority plans, collective bargaining plans or written policies that should be followed. It should be explained on the financial basis, be offering options to the affected employees, and providing an equitable severance package or supportive to the affected employees. The employer will be strengthened by keeping records that will help correlate the decision with the explicit analysis of costs and consistency in the choice criteria.

Employee aged 60 or older

The choice of an employee aged 60 is fraught with legal risk as the age law normally applies to both employees aged forty and above. Employers should ensure that age does not contribute as a motivating factor in the selection process and should not have policies that have a disparate impact on older workers unless it is justified by a reasonable factor other than age. In cases where the employers make use of seniority or payment-based considerations, the employers must consider whether the consideration disadvantages old employees disproportionately, and whether there are other non-discriminatory means of accomplishing the business objective. Paperwork is paramount: keep records of performance objective choice matrices and business justifications that precede the decision to lay off (U.S. Equal Employment

Opportunity Commission, n.d.). In terms of ethics, employers should provide severance that is in line with Older Workers Benefit Protection Act provisions on age-waiver releases, and just provide clear information in order to allow the older worker to make an informed choice.

Session 3: Succession Planning

The recommendation is to have a governance-based, competency-based succession model that identifies possible internal successors, evaluates readiness using objective assessment tools, offers customized development experiences, and certifies readiness using staged stretch assignments and interim roles. To institutionalize succession, the organization must establish a formal succession plan to form a succession committee consisting of board representation, the CEO, the CHRO, and the key operational leaders to ensure succession on the strategic priorities and receive regular monitoring. The argument of formal governance is backed by the studies that show that the board and executive engagement enhances a more effective fit between the leadership requirements and candidate development and minimizes the threat of disruptive transitions. The CEO, COO, and CFO have to be drawn in role definition, and it has to be in the form of strategic competencies, financial, operational leadership, regulatory, and stakeholder management skills.

The organization is supposed to find a diverse pool of talent through an amalgamation of data-based talent reviews, 360-degree reviews, performance metrics, and nominations by the functional leaders. The candidates must be grouped into preparedness levels of now, one to two years, and long-term potential, such that preparation investments become rational and contingency plans are kept up to date. It offers credibility to internal selections and aids in identifying the skills already lacking that development plans will have to fill based on objective assessment tools and comparison with external standards. Frequent talent review periods (not

once a year) ensure that the pipeline remains up to date and sensitive to the requirements of an organization in the course of its development (CIPD, 2023). Such practices are indicative of the current succession toolkit that focuses on critical role mapping as well as high-potential identification.

The development stage should be an integration of on-the-job stretch assignments, cross-functional rotations, executive coaching, formal learning, and exposure to the board to expand the experience to the finance, operations, and clinical strategy. Individual development plans should also include the target experiences, learning goals, expected schedules and success metrics to be used as an indicator of progress. This mentorship is organized and sponsored by an already existing senior leader and is faster in preparation and provides a political support to the organization. The validation activities, acting assignments, interim assignments, or chief of staff assignments give the organization a chance to put the candidates in a more responsible setting, as well as, to test the fit prior to actual appointment.

Clearly measured and reported should be part of the process as this will correlate the output of the succession process to organizational priorities. The measures to be employed are the rate of internal promotion of executive roles, time taken to fill the vacancies, readiness of the candidates development, retention of the high potentials, diversity among the candidates and post transition performance measures such as achieving strategic milestones and regulatory compliance. The board is responsible because reporting to the board will enable correction of the course. The succession committee should consider meeting at least every quarter to review the talent action plans, update the competency requirements with the strategic changes, and certify the readiness or consider an external search in case the internal candidates are not available to

meet the urgent needs. The rigor is ensured by the outside benchmarking and outside advisory contribution as needed.

The entire process of succession policy including governance roles, assessment instruments, development tracks, validation gates, and transition procedures must be documented on paper to ensure that the entire process becomes transparent and defensible. The written procedures will also reduce the sense of favoritism and help to ensure equitable access to the development possibilities within each of the departments (Lasisi et al., 2022). The high-potential talent is retained by the continuity of leadership in the organization through the institutionalization of succession planning as an occurring strategic process. It also identifies future leaders as the complexities of health care delivery vis-a-vis operations and regulations.

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